

UNIVERSITY OF SWAZILAND

FACULTY OF COMMERCE

DEPARTMENT OF BUSINESS ADMINISTRATION

MAIN EXAMINATION: ACADEMIC YEAR 2012/2013

[MAY 2013]

COURSE TITLE	-	Human Resources Management
COURSE NUMBER	-	BA 413
TIME ALLOWED	-	3 Hours

INSTRUCTIONS

1. This paper consists of Section (A) and Section (B)
2. The case study in Section (A) is compulsory
3. Answer any three (3) questions from Section (B)

NOTE

You are reminded that in assessing your work, account will be given of the accuracy of language, general quality of expression, as well as the layout and presentation of your final answer.

GOOD LUCK!!

SECTION A CASE STUDY – COMPULSORY [40 MARKS]

READ THE CASE STUDY BELOW AND ANSWER THE QUESTIONS THAT FOLLOW

EVALUATING POLICE TRAINING¹

Boulder, Colorado Police Chief, Tom Koby, said that he was not surprised when an audit of the department's \$50,000 training budget showed that money was being wasted. When he arrived from Houston the previous year, Koby said, "I saw a lot of training - twice the national average. But I'm not sure it was being focused. I wanted to know what the correlation was between training and product."

A recent report on training effectiveness over the past five years concluded that advanced training in work such as homicide investigation was worthwhile. But about 26% of the training was spent on seminars, such as "how to handle diversity in the workplace." Also, sometimes officers sent to the costly sessions weren't asked to identify how their new education was being used upon their return.

"One thing it pointed out was the need to research the classes before investing in them," said Tom Kilpatrick, Commander of the detective division. "Like all departments, from time to time, we're somewhat vulnerable to trendy kinds of training." The conclusions, compiled by training commander Jerry Hoover, have spurred Koby and his staff to take a hard look at how training dollars should be spent.

¹ Adapted from Tracy Seipel, "Report : Much Boulder Police Training Is Trendy," Denver Post, August 17, 1992, B1,5

Several solutions surfaced. For one, the Boulder County Regional Police Academy, known as the Boulder Police Academy until last year, likely will close. “Nobody in the country is hiring enough people to make running our own academy cost effective,” Hoover said, so Boulder police officers will train at other area academies. Once trained, an officer’s education will be tailored to the Boulder model. Koby also is promoting exchange programs with other departments nationwide, perhaps even in another country.

Ron McCarthy of the International Association of Chiefs of Police in Arlington, Virginia, believes it is wise of Boulder police to evaluate how they are spending tax dollars. “But when you wish to evaluate training, it’s important not to separate Boulder from the rest of the human race. Police problems – as different and dissimilar as they may be – are also the same.”

Questions

1. How would you assess the training needs of law enforcement officers? [20 Marks]
2. What criteria could be used to evaluate the effectiveness of the training used by the Boulder Police Department? [20 Marks]

SECTION B [60 MARKS]

INSTRUCTION

Answer any three (3) questions

1. (a) The Human Resource Management function can be thought of as having six main activities from which companies can choose the ones most appropriate to implementing their strategy. Identify and discuss the six activities. [10 Marks]
- (b) Agree or disagree with the following statement: “A good application form is fundamental to a good selection process.” Explain your conclusion. [10 Marks]
2. (a) Differentiate between job description and job specification and further identify and briefly discuss the components of a job description. [10 Marks]
- (b) Discuss the stages in the job analysis process. [10 Marks]
3. (a) Explain the selection criteria an organisation should consider when selecting employees for international assignments’ (10 Marks)
- (b) Discuss the different factors that influence expatriate performance [10 Marks]
4. (a) Discuss the organizational responses to labour shortage and surplus. [10 Marks]
- (b) Discuss the four main objectives of an employee appraisal programme. [10 Marks]
5. (a) Design a checklist of items to remember when doing an investigation of an employee suspected of drug usage in your company. [10 Marks]

- (b) Define and explain the difference among conciliation, mediation and arbitration
[10 Marks]